



Erratum

Erratum to “Enriching strategic variety in new ventures through external knowledge”

Bárbara Larrañeta*

Pablo de Olavide University, Spain

The publisher regrets that the above article published in this issue (JBV 27/4, Pages 401 to 413) omitted the Appendix. The Appendix is as follows. The publisher would like to apologize for any inconvenience caused.

Appendix. Descriptions of the study's measures

Questions for measuring strategic variety

Please rate the extent to which the following competitive methods are an important part of your firm strategy, using the scale below.

Not at all Irrelevant Considerable Key Very key

1 2 3 4 5

1. Tight quality control. 1 2 3 4 5
2. Ensuring high quality production. 1 2 3 4 5
3. Making products for high price markets. 1 2 3 4 5
4. Offering warranties and guarantees. 1 2 3 4 5
5. New product development. 1 2 3 4 5
6. Product R&D. 1 2 3 4 5
7. State of the art products. 1 2 3 4 5
8. Continual upgrading of products. 1 2 3 4 5
9. Competitive pricing. 1 2 3 4 5
10. Aggressive advertising. 1 2 3 4 5
11. Promoting brand identification. 1 2 3 4 5
12. Offering Attractive design or packaging. 1 2 3 4 5
13. Offering excellent customer service. 1 2 3 4 5
14. Prompt delivery. 1 2 3 4 5
15. Catering to specific market niches. 1 2 3 4 5
16. Amassing special data on clients. 1 2 3 4 5
17. Customizing products for users. 1 2 3 4 5
18. Having a broad selection of products. 1 2 3 4 5
19. Strategic procurement of supplies 1 2 3 4 5
20. Developing process innovations 1 2 3 4 5
21. Using just-in-time manufacturing. 1 2 3 4 5
22. Using efficient inventory management. 1 2 3 4 5
23. Honing operating efficiency. 1 2 3 4 5

DOI of original article: doi:[10.1016/j.jbusvent.2011.11.004](#).

* Tel.: +34 954 349848; fax: +34 954 348353.

E-mail address: blarraneta@upo.es.

24. Reducing production/operating costs. 1 2 3 4 5
25. Exchange of technologies with other firms 1 2 3 4 5
26. Product or process development with other firms 1 2 3 4 5
27. Joint marketing efforts with other firms. 1 2 3 4 5
28. Lobbying with government agencies. 1 2 3 4 5
29. Integration with suppliers. 1 2 3 4 5
30. Integration with retailers. 1 2 3 4 5
31. Increasing market diversification. 1 2 3 4 5
32. Increasing export sales. 1 2 3 4 5
33. Increasing product diversification. 1 2 3 4 5
34. Increasing mergers and acquisitions. 1 2 3 4 5

Appendix table

Questions for measuring the diversity of external knowledge sources

Please indicate the extent to which your company uses the following practices to acquire knowledge/information from its external environment, using the scale below.

Not at all Irrelevant Considerable Key Very key

1 2 3 4 5

Our company dedicates employees

... to tracking the policies and tactics of competitors.

... to forecasting technological trends and emerging technologies.

... to forecasting industry sales and customer preferences.

... to gathering information from suppliers and other channel members.

Questions for measuring the novelty of the external knowledge

Please indicate the extent to which innovations developed by firms in your geographic area have the following characteristics, using the scale below.

Not at all Infrequently Somewhat Often Very often

1 2 3 4 5

Are minor improvements over the previous technologies. (*this item was dropped because it didn't load*)

Are based on a revolutionary change in technology.

Are breakthrough innovations.

Lead to products that are difficult to replace with substitute using older technology.

Represent a major advance in components of products.

Questions for measuring the degree of social development of the regional cluster

Please rate the extent to which you agree with the following statements about the relationships among firms, government organizations and non for profits organizations within your regional cluster, using the scale below.

Totally disagree Disagree Neutral Agree Totally agree

1 2 3 4 5

Relationships between firms and associations such as industry or trade associations, business assistance services, universities, and research centers within your cluster exist and are very strong.

Associations such as industry or trade associations, business assistance services, universities, and research centers within your cluster promote very actively the interests of local firms.

Questions for measuring the new venture absorptive capacity

Please rate the extent to which you agree on the following statements about your firm.

Please answer the next questions following the scale below.

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree

1 2 3 4 5

We are slow to recognize shifts in our market (e.g. competition demographics). ®

Our company quickly recognizes new opportunities to serve our clients.

We quickly analyze and interpret changing market conditions.

Our firm regularly considers the effects of changing market conditions on new products and services.

Our company quickly recognizes the usefulness of new external knowledge to existing knowledge.

We seize the opportunities for our firm from new external knowledge with difficulty.

We clearly know how activities within our company should be performed.

We constantly consider how to better exploit our knowledge.

Our employees have a common understanding of our products and services.

® Reverse coded